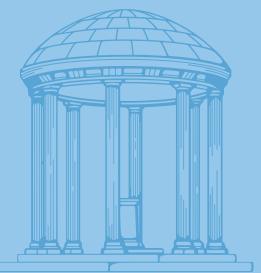


A NATIONAL LEADER



The philanthropy of those who embrace the bold vision outlined here will help lay the foundation for a prominent academic interdisciplinary endeavor on thought diversity at the nation's first public university. With new curricula and research opportunities, new talent and leadership across multiple disciplines and with varying perspectives, the Program in Civic Virtue & Civil Discourse will significantly broaden Carolina's scholarship profile, curricular options and public engagement, serving as a national leader for improved civil discourse.



the CAMPAIGN for CAROLINA.

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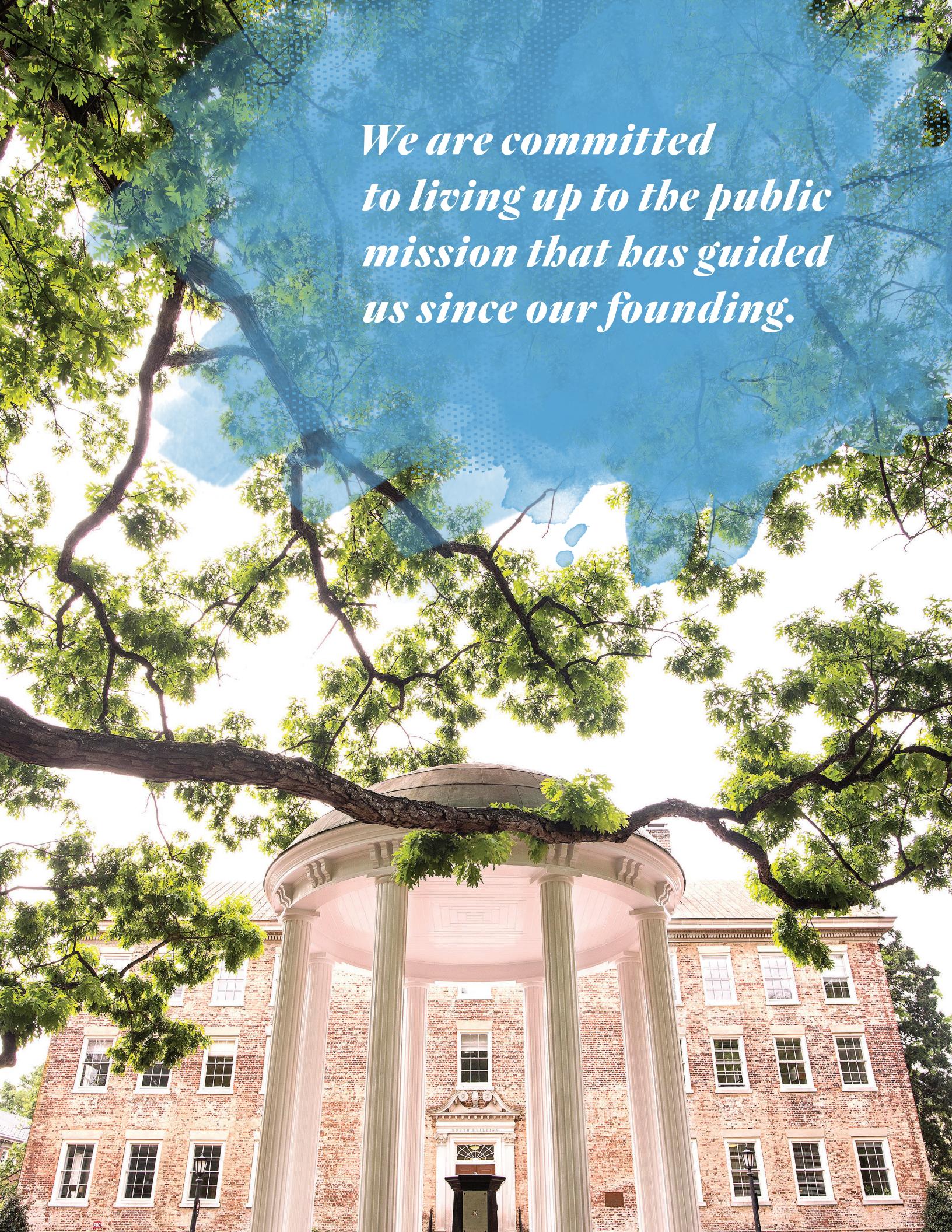


**The PROGRAM in
CIVIC VIRTUE &
CIVIL DISCOURSE**

College of Arts & Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



*We are committed
to living up to the public
mission that has guided
us since our founding.*

REAFFIRMING THE VALUE OF REASONED DEBATE

The pressing issues of our day are complex, requiring reasoned debate that proceeds from a strong foundation of basic knowledge in a spirit of open intellectual inquiry. These values are at the heart of higher education and are reiterated in Carolina's new strategic framework, *The Blueprint for Next*, and in the strategic plan of the College of Arts & Sciences.

But these values must be cultivated in our students, and diligently protected from trends that narrow or impoverish our discourse or separate it from the ideas and knowledge that animate it. Recent decades have seen a sharp decline in the political diversity of university faculty nationwide, and among students there has been a large drop in the number of humanities majors — more than 30 percent at UNC in the past eight years alone. Increasingly, students devote their college experience to vocational development, focusing the life of the mind on the narrow objective of employment after graduation rather than establishing a firm ground for flourishing in their intellectual and civic lives.

At Carolina, we are committed to living up to the public mission that has guided us since our founding. And to be truly public, we must reinvigorate the culture of reasoned debate that will help our undergraduate students weigh and evaluate the ideas, voices and viewpoints that have shaped — and continue to shape — our common lives.

With that as our overarching motivation, we aim to create the Program in Civic Virtue & Civil Discourse in the College of Arts & Sciences. This new Program will promote a spirit of debate about the most pressing issues of the day, combining the vigorous pursuit of

truth with the forging of deep intellectual friendships among faculty and students across a wide variety of philosophical and political perspectives. In addition to enhancing the intellectual culture of the campus, the Program is committed to developing general education courses in the College's new IDEAs in Action Curriculum (the general education curriculum required of all first- and second-year students at Carolina, regardless of their subsequent major); courses that will help our students form a coherent intellectual foundation for their personal and civic lives. The Program will also reach beyond the UNC campus, engaging the citizens of North Carolina and beyond via print media and online content.

The College of Arts & Sciences is seeking \$11.2 million to plan and launch the first phase of this new Program. This amount will support the startup costs and endow leadership positions. Professor Robert George, founder of Princeton's James Madison Program in American Ideals and Institutions, has agreed to head an advisory committee that will help give intellectual shape to our Program, as well as assist with a national search for its intellectual and operational leadership. We are seeking your support in raising this amount.





RENEWING CONCEPTIONS OF THE AMERICAN IDEAL

The founders of the United States of America, informed by classical learning and Enlightenment Liberalism, established both an intellectual foundation and a governmental and civic framework for our nation. It has formed the basis for our common life for nearly 250 years. It has persisted as our nation developed, diversified and debated its future.

Carolina's new Program in Civic Virtue & Civil Discourse will renew and rearticulate the civic-minded scholarship and pedagogy that helped fashion America and apply it to the challenges of the contemporary moment, ensuring that graduates of our University have learned to reason from a common framework, think independently and debate the fundamental questions of life in an informed and civil way.

How do we, today, examine ourselves and challenge ourselves? Are we willing to think deeply and thoughtfully about matters that define and shape us as individuals and in community? Do we seriously ponder and debate questions such as:

Are there fundamental rights held by all people? What are these rights, and where do they come from? What is the

purpose of government and its best form? What are the ethics of a marketplace? Is moral choice a fact or delusion? What is the relation between the twin demands of freedom and equality, between individualism and community, between differences and unity?

What credence and status should we assign to "Life, Liberty and the Pursuit of Happiness" and the other ideals of the Declaration of Independence? If they are not our shared reality, should they be held as a "promissory note" for all Americans? How are such values operating in contemporary popular and political culture? What challenges will globalism and corporate capitalism, resurgent nationalism and identitarianism bring to these ideals? How will new technologies, including the changing landscapes of communication and media, challenge our common civic life?

These are the questions our students should be examining because they will be our nation's next generation of citizen-leaders. With the Program in Civic Virtue & Civil Discourse, they will be sure to explore these issues and more — and through multiple lenses, brought together in a spirit of reasoned debate.

THE 'MOST PUBLIC' OF THE PUBLICS

As America's first state university, Carolina is well positioned to create this Program. The University's founding purpose was, and is, to prepare an educated citizenry for service to North Carolina and the nation. Interim Chancellor Kevin Guskiewicz has reaffirmed this commitment and it is central to *The Blueprint for Next*, which emphasizes that Carolina will provide the broad liberal arts education that is not only practical and useful, but also deeply engaged in reflection on what it means to live a good life. We will provide students with both the knowledge and skills they need to lead and the wisdom to know where their leadership should take us.

The Blueprint states:

As a center of inquiry and civil debate, Carolina — perhaps more than anywhere else — can host informed public discussion of our state's most daunting issues. We will facilitate for and develop in our students the openness and perspective required of our state's future citizen-leaders.

The Program in Civic Virtue & Civil Discourse will accomplish this goal by teaching students and supporting faculty members' efforts to reason together, debate civilly and be open to learning from those with whom

they disagree. Program faculty will engage in conversation and debates, aiming in part to develop general education courses within the College of Arts & Sciences' new IDEAs in Action Curriculum that will equip students with a broad liberal arts framework to help them address the challenges that confront our society and our democracy. They will also be equipped to address perennial questions about what constitutes a good life and how to realize such visions in the face of dramatic social, political, economic, technological and cultural change in the digital age.

A few other universities across the nation are taking admirable steps to address this need, and UNC-Chapel Hill has an opportunity to build a program of excellence and national distinction.

By helping our students understand, explore and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting and grasping at civic ideals, we will prepare them for meaningful lives.

A THEMATIC APPROACH

The Program will promote teaching and scholarship in political, social, economic and cultural life, with an emphasis on two specific themes: the ethics of civil discourse, and the roles and responsibilities of well-educated and engaged citizens in the life of a republic.

The Program will leverage the deep disciplinary knowledge of our faculty to explore a broad range of intellectual avenues, including themes like:

- the tension between freedom and equality in U.S. history and in our constitution;
- the historical role and practice of discourse and dissent;

- the relationship between ethics, politics and empirical knowledge;
- the ethical and cultural dimensions of media, science and technology;
- the role of the “literary canon” and of “counter-narratives” in informing and enriching our lives; and
- the place of religion and religiously informed moral judgment in American public life.

The Program will examine and discuss these themes as they intersect with specific challenges that our faculty propose from their scholarship or research, for example:

- instilling civility in social media;
- finding dignified work in an age of increasing automation and artificial intelligence; and
- assessing the ethical implications of gene editing and the dangers of human eugenics.

In addressing these concerns, students and faculty will explore the full range of thought that has defined contemporary America, including the classical and Enlightenment thought of America's founders and leading statesmen, along with voices who advocated for a more expansive vision of American values and realities. They will not only understand our system of governance and its mechanisms, but also the historical and philosophical foundations on which it was built. They will consider and evaluate the contributions of historical thinkers whose ideas shaped the American founding alongside contemporary theories and analyses of the state. They will encounter the great works of art and literature that have given expression to the aspirations and lived realities of Americans, and the competing visions of the United States that have been offered and contested throughout its history. Finally, they will employ quantitative and qualitative knowledge from the natural and social sciences to address challenges within this historical and ethical framework.

CROSSING CAMPUS & REACHING THE PUBLIC

During the startup year, the Program in Civic Virtue & Civil Discourse will be led by Professor Chris Clemens, the Jaroslav Folda Distinguished Professor of Physics and Astronomy and senior associate dean for research and innovation. He will lead the recruitment of an advisory committee that will conduct a national search for leadership and establish the institutional structure of the Program. An initial cohort of faculty from a variety of departments in the College and two other schools at UNC — law and medicine — have expressed an interest in joining the Program and developing its mission and its programming. The College faculty who accept joint appointments in the Program will agree to develop and teach new general education courses that foster broad intellectual formation through engagement with classical intellectual traditions and disciplines in conversation with contemporary problems and questions. They will also commit to a pedagogical model that promotes an open exchange of ideas and debate, beginning with a refusal to reduce one or the other side to caricatures. Faculty and students alike will enter into debate filled with the intention to listen, engage and respond to claims, and open to the possibility that pre-existing commitments, even those that are closely held, may need to be revised. The faculty will represent a wide range of disciplines: English and comparative literature, political science, American studies, economics, computer science, physics and astronomy, history, sociology, communication and others. Their law and medicine colleagues will further broaden the Program's multidisciplinary strength.

Initially, the Program will not have its own disciplinary major or minor but will participate in building components of the College's new curriculum across multiple disciplines. This multi- and inter-disciplinary approach will not only ensure that students are exposed to a wide range of intellectual and scholarly viewpoints, it will also fuel pioneering scholarship by providing new opportunities to enhance and accelerate intellectual partnerships that share a common purpose with

Program goals. It will also encourage professors to explore how their courses might be re-developed to contribute more directly to the Program. Example courses that already exist at Carolina and might be adapted for the new curriculum include:

- *The Constitution of the United States*
- *Great Books: Work, Travel and Identity in World Literature*
- *Difficult Dialogues*
- *Citizenship and Society in the United States*
- *When Countries Go Broke: The Politics of Economic Crisis*
- *The Medieval Foundations of Modern Cosmology*

In addition, Program faculty will join with faculty across the College to develop new courses with contemporary themes like:

- *Physics for Future Presidents*
- *Do Robots Work for Free? The Economics of Automation and Artificial Intelligence*
- *Life, Liberty and the Pursuit of Perfection: The Mechanics and Ethics of Gene Editing*
- *Academic-Public Programming/Speaker Series*

To create one of the Program's premier learning opportunities for students and the wider community, we will invite pairs or groups of speakers who can model civil discourse while representing differing viewpoints on key intellectual questions. Other speakers will present ideas on the ethics of civil discourse, the imperative for leadership that accompanies citizenship in a free republic and other inspirational topics that are currently not well represented in higher education. A Distinguished Scholars Speakers Series will annually bring internationally renowned scholars to campus for public lectures and to meet with students. We will develop a serial publication or journal to bring the work of the program to a broader audience of scholars and the public.



EXISTING STRENGTHS & ASSESSMENTS OF NEED & LIKELY SUCCESS

While we do not currently have a program that aims to foster the rigorous debate that characterizes a lively intellectual environment, we know such a program can be extremely successful at Carolina. Other universities, both nationally and internationally, are making serious efforts along these lines, with varying degrees of success. We will examine and learn from these programs, taking what we can from them, to ensure that we successfully accomplish our goals.

We also have compelling evidence of both great interest and great need for what we envision. This includes not only clear and expressed interest on the part of our own Board of Trustees and the UNC System Board of Governors, but on the part of faculty, students and alumni, many of whom are potential donors. Several current faculty members at UNC and at other prominent universities with the scholarly expertise and intellectual curiosity to help launch and sustain this exciting new Program have voiced strong enthusiasm for it. Our initial cohort of UNC faculty are ready to participate, and we are recruiting more.

Other programs with related, though more limited objectives, have had great success on our campus. For example, our Philosophy, Politics and Economics (PPE) program (in partnership with Duke University) examines issues of liberty, justice, rights and the efficiency of markets from the perspectives of all three disciplines. It has grown by some 35 students each year since 2008 and is now — with 375 students — the country's largest such program with still growing student demand. Our program in Medieval and Early Modern Studies (MEMS) was created 11 years ago and in 2017–18, 3,440 undergraduates took courses in MEMS.

And donors are responding. This year, Carolina announced a \$3.75 million grant from the John William Pope Foundation and a \$3.4 million commitment from the Charles Koch Foundation that will hire new faculty for the PPE program as well as begin the planning to turn its current minor into an academic major for undergraduates.

While our new Program will leverage the strength of existing programs, it will also transcend them by focusing on the general education curriculum. Program faculty will come from much broader areas of interest, and by applying their teaching talents to general education, they will enhance and broaden the experience of every undergraduate in the College of Arts & Sciences. This strategy will help Carolina produce citizens with broad intellectual perspectives, with ideas that have been tested through reasoned analysis and friendly but vigorous debate, and with a broad knowledge of philosophical arguments and empirical evidence anchored in a newly constituted body of “the best that has been thought and said.”



EXPERT ADVICE

In laying the groundwork for the Program in Civic Virtue & Civil Discourse, we visited similar programs at Princeton and Arizona State University.

Princeton's James Madison Program in American Ideals and Institutions explores enduring questions of American constitutional law and Western political thought, as well as examines the application of basic legal and ethical principles to contemporary problems. Founded in 2000, the program is led by Robert George (above), a national thought-leader who will chair our advisory committee. Professor George spoke to the UNC System Board of Governors in December 2017. "[The James Madison Program has] really had a transformative effect on the campus in encouraging civil, robust debate about a wide range of issues," he said. "There is a spectrum of views represented now in the discussion at Princeton, which is much broader than what was available on our campus before.... What you do here will be noticed and looked to by others in the country. What you do here will set an example for other states and other universities."

At Arizona State, faculty and students in the School of Civic and Economic Thought and Leadership take a two-pronged approach to the "debate over the large questions of life that always arise." From its mission statement: "One way is to look beyond the time and borders of our present society to the great thinkers who have contended for the high status of teachers of humanity... The other way of studying the fundamental questions is to look within ourselves to the American leaders, both intellectual and political, who have inspired us. Here we turn from the human task of thinking for oneself to the civic vocation of contributing to our common life."

INITIAL STEPS

Interim Chancellor Kevin Guskiewicz, Provost Bob Blouin, Interim College Dean Terry Ellen Rhodes, and College Senior Associate Dean Chris Clemens have spent considerable time and effort researching and visiting similar programs across the country, including at Princeton and Arizona State University (ASU), where leaders said that they believe the program we envision can be a great success here in Chapel Hill. They also have offered to help us in our efforts to launch a new program.

We believe that the time is now to make a significant push and investment for a program that will be unique to Carolina. We will be strategic in leveraging our existing strengths as well as untapped resources, both regionally and nationally. Based on all we know and have been recommended to consider, we have developed a plan for our next steps:

- Appoint an advisory committee (to include five or six UNC-Chapel Hill faculty members, two members of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors and four external consultant thought-leaders who will include Professor George from Princeton) by July 2019. This approach is similar to the process used with great success at ASU, where consultants were paid stipends for their significant work. The committee will serve for nine months to assist our leadership in developing a founding mission statement, recruiting a distinguished faculty director, and assessing different curricular and program possibilities with UNC faculty who will join the Program.
- Launch a targeted national search to identify and recruit a founding academic director who reports to the dean of the College of Arts & Sciences, ideally to be named by July 1, 2020. This person will be internationally recognized for their scholarship and teaching, especially in the liberal arts core curriculum. The academic director must have an extraordinary track record and demonstrated excellence in research and teaching, both in the academy and as a public intellectual. He or she will develop a strategic vision for the Program and lead in the development of the curricular and

programmatic initiatives that will reflect this vision. The academic director and other faculty members will hold tenure jointly within the Program and with at least one other academic department (also like Princeton and ASU).

- Recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the Program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal is to name this executive director within three months of the academic director appointment, no later than September 30, 2020.
- Develop new courses and programs for the 2019-20 academic year.

OUR PROPOSAL

We have developed a three-phase budget plan for the Program:

Phase One: Planning Budget; Hiring of Founding Academic Director; Hiring of Executive Director (\$11.2 million total)

Phase Two: Operating Budget (\$1.41 million annually)

Phase Three: Growing the Program (\$900,000 annually)

Of the three phases, the most critical is the first; without it, we will not reach the others, and the Program will never become a reality. Moreover, we are confident that funding Phase One will generate the critical momentum we need to secure donors for Phases Two and Three.

In short, we need a few early-stage leadership investors to fulfill our vision. These leadership donors will share our commitment to American ideals, and we will be honored by their partnership with us in this exciting endeavor. See the table at right for specifics on how the Phase One total will be used.

PHASE ONE BUDGET DETAILS

Planning Budget

External Advisory Committee stipends (4 x \$20,000)	\$80,000
Advisory Committee travel	\$20,000
Search costs	\$25,000
Planning meetings and other events	\$25,000
Administrative support	\$50,000
Total	\$200,000 (expendable)

Founding Academic Director

Salary and benefits	\$350,000/year
Total	\$7 million (endowment)

Executive Director

Salary and benefits	\$200,000/year
Total	\$4 million (endowment)